

---



---

## BUDGET AND MANAGEMENT SERVICES

---

### Mission:

To inform and enhance management and City Council decision making, ensuring the accountability of all city funds while evaluating and recommending the best use of public resources.

---

### PROGRAM DESCRIPTIONS

---

#### Budget and Management Operations

**\$777,362**

**9 FTEs**

The department is primarily responsible for preparing the operating budget and five-year revenue/expenditure projections for all city government services. Staff will lead operational and organizational studies as identified by the City Council, City Manager's Office, department staff, and budget staff.

The department is primarily responsible for preparing the Capital Improvement Plan (CIP) and coordinating the City's process for petition and City-initiated annexations. Staff will lead the effort to establish and maintain the City's managed competition program. The Department works with all city agencies to build and implement performance measurement monitoring and evaluation systems. Additionally, staff will be responsible for conducting citizen surveys and evaluating departmental achievement of City goals and objectives.

---

### RESOURCE ALLOCATION

---

	Actual FY 2003-04	Adopted FY 2004-05	Estimated FY 2004-05	Adopted FY 2005-06	Change
Appropriations					
Personal Services	\$ 577,570	\$ 664,763	\$ 635,395	\$ 683,039	2.7%
Operating	63,211	90,060	77,600	94,323	4.7%
Capital	-	-	-	-	-
Total Appropriations	\$ 640,781	\$ 754,823	\$ 712,995	\$ 777,362	3.0%
Full Time Equivalents	9	9	9	9	0
Part Time	-	-	-	-	-
Revenues					
Discretionary	\$ 529,781	\$ 699,823	\$ 657,995	\$ 717,362	2.5%
Program	111,000	55,000	55,000	60,000	9.1%
Total Revenues	\$ 640,781	\$ 754,823	\$ 712,995	\$ 777,362	3.0%

---

### BUDGET ISSUES FOR FY 2005-06

---

- The Department will continue to invest significant time in enhancing the City's Capital Improvement Plan in order to better address the capital and maintenance needs of the City. It will participate in efforts to educate the community on capital improvement needs, including financing options such as a General Obligation bond referendum.
- The Managed Competition Citizens Advisory Board and Employee Committee on Managed Competition will continue to receive staffing support from the City.
- In order to reduce expenses, Budget staff will have less access to professional development opportunities.
- Funding for a bi-annual citizen survey is included in this budget. The survey was last conducted in 2002.

---

### UNFUNDED OR UNDERFUNDED ITEMS

---

- |  |          |
|--|----------|
| • Full time Non-City Agency staff (1 FTE)              | \$60,000 |
| • Full time Results Based Accountability staff (1 FTE) | \$60,000 |

---

## COMPLETED INITIATIVES FOR FY 2004-05

---

- The FY 2004-05 Budget received the Distinguished Budget Document award from the Government Finance Officers Association. This is the 16th consecutive year that the City has received this award. The FY 2004-05 Budget also received special recognition for performance measures from the GFOA.
- The department led the City's participation in the statewide benchmarking project conducted by the Institute of Government. Comparative financial and performance data for FY 2003-04 was compiled for Police, Solid Waste Collections, Street Maintenance, Fire Service, Inspections and Human Resources.
- BMS staff led the joint City-County effort to develop a community report card, working with eight community outcome groups as part of the Results Based Accountability initiative. This initiative was also deployed throughout city government, with an increased emphasis on using performance metrics to manage city departments.
- BMS staff oversaw enhancements to the Capital Improvement Plan and staffed a Citizen's CIP advisory committee to enhance citizen participation in the prioritization of capital needs as well as an Internal CIP Advisory Committee to improve coordination of capital projects within the City.
- The department supports the Managed Competition Initiative, a citywide effort to research, analyze and implement highly efficient, competitive and cost-effective service delivery. An employee Managed Competition committee was also established to encourage employee participation in this process.
- The department coordinated Coffees with Council, an effort to solicit feedback from Durham residents regarding budgetary requests for the upcoming fiscal year.
- BMS staff processed 18 petitioned annexation requests.
- BMS staff continued implementation of the Non-City Agency grant application and monitoring process to increase the financial and programmatic integrity of the grant program.
- On May 16, 2005, the City Manager presented the Recommended Budget for FY 2005-06 and the Capital Improvement Plan for FY 2006-11.

---

## DEPARTMENT INITIATIVES FOR FY 2005-06

---

- Fully update the Capital Improvement Plan and produce a simpler CIP document.
- Continue progress with Managed Competition Initiative.
- Continue to implement restructured Non-City Agency grant monitoring process.
- Provide regular financial updates to the City Manager and Council.
- Enhance cost-benefit analysis of voluntary annexations.
- Transition the computerized budget system from BRASS to MUNIS as part of the Enterprise Resource Planning project.
- Develop and publish a citizen's report card in conjunction with the County and the community.
- Conduct and analyze a Citizens' Satisfaction Survey.
- Establish a fee for voluntary annexation petitioners covering recordation, advertisement, copying and partial staff processing costs.

---

## GOALS, OBJECTIVES & STRATEGIES FOR FY 2005-06

---

**GOAL:** *To ensure the City's financial health and the provision of quality services in accordance with the City Council's Community Goals.*

---

**OBJECTIVE:** To project General Fund discretionary revenues to within 1% of actual revenues received.

**STRATEGY:** Budget staff will work with others, such as the Chamber of Commerce, the League of Municipalities, other city departments, and the Durham County Tax Office to ensure that the information needed to make projections is available and updated on a routine basis.

MEASURE:	Actual FY 2004	Adopted FY 2005	Estimated FY 2005	Adopted FY 2006
Accuracy of General Fund revenue projection	-1%	±1%	-0.5%	±1%

**GOAL:** *To improve management and Council decision making through fiscally and programmatically sound recommendations.*

---

**OBJECTIVE:** To provide timely and accurate reports to the City Manager and the City Council to support decision making and to disclose significant issues affecting the City's current and future financial position.

**STRATEGY:** Provide quarterly financial reports to the City Manager and City Council.

<b>MEASURE:</b>	<b>Actual FY 2004</b>	<b>Adopted FY 2005</b>	<b>Estimated FY 2005</b>	<b>Adopted FY 2006</b>
% of reports issued on schedule	100%	100%	100%	100%